



U.S. Department of the Interior
"To-Be" Trust Business Model
Process Template

Title: Analyze Information and Assemble the Plan

Process Number

Identify the process in the "Verb Noun" format. (Ex: Maintain Ownership)

P.2.3

1. Process Definition *Provide an overview of the process and define its starting and ending points*

1.1 Starts With	Analyze the results of the initial data review and beneficiary input.
1.2 Process Overview	<p>The planning team reviews the beneficiary intent, historical use of the land and natural resources and other pertinent data that has been collected. The team recommends program area use alternatives and the outputs to be produced by each in sufficient detail for interested parties to understand the characteristics of each alternative. Although the selected use usually maximizes income, the selection can be tempered by the intended use, environmental considerations, short-term versus long-term maximization and tribal and federal statutory requirements. Single or multiple uses may be proposed.</p> <p>Alternative program-area uses are submitted to the beneficiary for review and discussion. Informational meetings are conducted regarding the merits and issues of each concept, and the beneficiary evaluates the alternatives based on its priorities.</p> <p>When the land and natural resource uses for each program area to be included in the plan have been selected, the planning team analyzes the characteristics of each program area and establishes subunits based on logical geographic boundaries and common use types. The boundaries may be adjusted during use and management of the resources due to suitability assessments that include economic cost/benefit of the designated type of use and site-specific environmental clearances.</p> <p>A macro-level land and natural resources plan can be documented as a wide-area plan separate from a program-area plan, or a combination of both. The planning team writes the plan, incorporating pertinent data and decisions regarding land and natural resource use. NEPA documentation is prepared, if required.</p> <p>A wide-area plan, such as an Integrated Resource Management Plan (IRMP), usually spans a 15 to 20 year period and documents intended land uses by program area, development priorities, threatened and endangered species and categorical exclusions, such as sacred sites. The plan may also include generalized land and natural resource descriptions and productivity ranges based on soils, water and other characteristics.</p> <p>A program-area plan, such as a Forest Management Plan or a Regional Range Plan, usually spans 5 to 10 years and designates land and natural resource use within each program area. The plan also identifies the units to be managed within each program area. The plan includes information such as:</p> <ul style="list-style-type: none"> • Approximate gross acreage per program area • Boundaries of the management subunits within each program area



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	<ul style="list-style-type: none"> Quantity and quality of resource by program area; e.g., board feet of timber to be taken from board feet available Land ownership status Existing encumbrances; e.g., roadways, pipelines, existing leases, rights-of-way Broadly defined cultural sites Other pertinent information as determined by the planning team <p>Draft versions of the plan are modified based on reviews by beneficiaries and other interested parties.</p>
1.3 Stops With	Designated program area land and natural resource uses within the program areas. A draft plan and completed NEPA documentation, if required.

2. Trust Business Objectives *Identify the Comprehensive Trust Model strategic goals and business objectives to which this process contributes.*

Goal/Objective
Goal 2: Tribal self-governance and self-determination that increase participation in managing assets
Goal 4: Land and natural resources management that maximizes return while meeting beneficiary desires
Objective 4.1 Land and natural resource asset plans and stewardship strategies: Develop land and natural resource asset plans and stewardship strategies.
Objective 4.2 Preservation and protection of land and natural resource assets: Preserve and protect the long-term viability of land and natural resource assets consistent with fiduciary duties and with the beneficiaries' intended use of the assets.
Objective 4.3 Land and natural resource asset business management: Manage land and natural resource assets effectively and proactively to obtain fair market value for beneficiaries and to incorporate beneficiary requirements.
Objective 4.4 Appraisals: Obtain appraisal information, as needed, on trust and restricted lands for tribal and individual Indian owners, using methods and techniques that meet professional standards.
Objective 4.5 Fractionation strategy: Develop and implement a resolution that reduces or eliminates the exponential increase in the number of ownership interests in land.



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3. How should Beneficiaries be involved in this process?

Beneficiary Involvement

Beneficiary representatives may be members of the planning team. Beneficiaries may provide concurrence with the selected land and natural resource uses, program areas and management units and provide feedback to draft versions of the documentation. If serving on the planning team, beneficiary representatives may review feedback and revise the documentation accordingly.

4. Organizations, Offices and Roles. *Identify the DOI organizations and related roles that should be involved in performing the process.*

4.1 DOI Organizations. *Identify the DOI organizations, offices and individual roles that contribute to this process.*

DOI organizations include the Office of the Secretary, BIA, OST, BLM, MMS, OHA, OSM among others.

Offices include Central Offices, Regional Offices, Agency(Field) Offices, etc.

All individual roles that contribute, in a significant manner, should be identified.

Organization	Office	Role	Contribution
Tribes	Tribal Office		May contract or compact the planning function. Review land and natural resource use alternatives.
BIA	Regional Office Agency/Field Office		Coordinate the production of the plan
BIA	Regional Office Agency/Field Office		Analyze pertinent data and documents. Incorporate the beneficiary's intended use and plan objectives. Review feedback and revise documentation accordingly.
Fish & Wildlife Services	State Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
National Park Service	Regional Office		Serve as a planning team member and/or provide subject matter expertise.



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Organization	Office	Role	Contribution
			May review documentation and provide feedback.
BIA	Regional Office Agency/Field Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
BLM	State Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
Minerals Management Service	Denver Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
BIA Div. of Energy and Mineral Resources	Central Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
BIA Roads	Region		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
BIA Office of Economic Development	Region		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.
DOI National Business Center	Office of Appraisal Services		Serve as a planning team member and/or provide subject matter expertise in land and natural resources valuation.



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Organization	Office	Role	Contribution
			May review documentation and provide feedback.
Office of Surface Mining	Regional Office		Serve as a planning team member and/or provide subject matter expertise in coal reclamation and environmental mitigation. May review documentation and provide feedback.
Bureau of Reclamation	State Office		Serve as a planning team member and/or provide subject matter expertise. May review documentation and provide feedback.

4.2 External Organizations. *Identify the non-DOI organizations that support the execution or control of this process.*

External Organization	Contribution
EPA	Provide feedback on environmental documentation.
Other interested parties, for example county or state officials or the public-at-large	Provide feedback after review of draft versions of the documentation.

5. Event(s) *Identify the events or conditions that start the process. Describe each event and indicate the frequency (daily, monthly, quarterly, etc.) in which each event is expected to occur. An event may be an external interaction (a beneficiary submits an application), the expiration of a period of time (a lease is due to expire in 90 days), or the realization of some pre-defined threshold (an IIM account reaches the automatic disbursement threshold).*

Event	Description	Estimated Frequency
None		

6. Inputs and Outputs. *Identify and describe all inputs and outputs related to this process. Inputs are information or materials used during the execution of the process; outputs are materials or information produced by the process.*

6.1 Inputs



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Input	Description
Information	Pertinent data and the beneficiary's intended use for the land and natural resources.

6.2 Outputs

Output	Description
Selected program area land and natural resources uses	Logical resource regions, such as forest, range or coal, which exist within any given wide-area plan based on physical, geographic and/or political subdivisions. May be single or multiple uses identified within a program area.
Selected management subunits	Resource subunits to be managed within each program area. May be single or multiple uses identified.
Draft plan including NEPA documents, if required	



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7. Fiduciary and Legal Obligations and Controls

7.1 Obligations

Identify and describe the legal and fiduciary obligations that impact this process. For each obligation, indicate the document or commitment that defines the obligation and the citation (paragraph or section) within the document that pertains to this process.

Obligation	Source	Business Impact
See Schedule 1 Attached		

7.2 Controls

Identify and describe any controls (enforcement mechanisms) that may be used to ensure that the process adheres to obligations and internal process requirements. Controls may be reviews, audits, segregated duties, etc. Indicate the reason that each control should be introduced (name the obligation that a control is intended to enforce; indicate any controls required to ensure consistency or reliability).

Control	Reason	Description
Multiple reviews of draft plans by interested parties and subject matter experts.	Ensure reliability of documentation and consistency with beneficiary intent and other plans.	

8. Mechanisms (Systems of Record)

Identify the mechanisms, or systems, that are needed to support the process (ex: Ownership, Leasing, Workflow Management, Office Filing System, etc.). Indicate the information and activities, relevant to this process, that each system supports.

System Name	Support
Integrated data	Trust integrated data, including links to county and tribal sources.
Collaborative decision-making software	"Nice to have" but not essential.
Publishing software	For ease in compiling and editing the documentation.
Geo referenced data with overlays	The ability to drape aerial photography, digital elevation models, or satellite imagery resource data over survey measurements and boundary lines. Ability to manipulate and retrieve GIS functionality.



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9. Inter-Process Relationships Identify other trust processes that are related to this process (either predecessors or successors). If applicable, indicate the condition under which the processes are related.

9.1 Predecessors. Predecessors are processes that either produce information required by this process or that result in the need to execute this process.

Process No.	Name	Condition of Relationship
P.2.2.2.	Collect Pertinent Data	When all pertinent information has been collected, the planning team is ready to start developing resource use alternatives.
B.6.2.2	BRDM: Beneficiary Involvement in Planning	Review alternative land and natural resources uses and management units selected with beneficiary representatives.

9.2 Successors. Successors are processes that either use information produced by this process or that must be executed as a result of performing this process.

Process No.	Name	Condition of Relationship
P.2.4.1	Request Environmental Clearances & DOI Approvals	After the plan has been documented and reviewed with the beneficiary, the planning team is ready to request the necessary environmental clearances.
B.6.2.2	BRDM: Beneficiary Involvement in Planning	Review alternative land and natural resources uses and management units selected with beneficiary representatives.

10. Comments Summarize any discussion, problems, issues or recommendations that should be considered when reviewing process performance. Category Values (Note, Best Practice, Decision, Problem, Issue, Recommendation)

Category	Comment
	None